

**ENAR'S FIFTH EUROPEAN  
EQUAL@WORK CONFERENCE**

# **REPORT**

Brussels, 5-6 December 2013

# **GLASS CEILING FOR ETHNIC MINORITIES**



european network against racism

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## Foreword



Ethnic and religious minorities and migrants are known to keep their heads down and to play by the rules. The hope is that if they work hard enough, their talents will be recognised and rewarded, they will be hired for interesting jobs, be well-paid and respected, and finally be able to advance in their careers. But in the same way that the “glass ceiling” affects women, minorities continuously experience the fact that however hard they work and regardless of their qualifications and skills, the white, native-born men - and women in this instance - around them continue to be promoted faster and be paid more.

The glass ceiling effect is widely documented as affecting women across countries of the European Union. However, there is little academic and policy research on the glass ceiling affecting ethnic and religious minorities in Europe.

Yet while systematic comparative and reliable equality data on ethnic origin are lacking, the evidence is clear: at the top, minorities and migrants, especially women, are nearly absent. The career trajectory of ethnic and religious minorities looks strikingly different from that of the majority population. For years, ENAR members and anti-racist civil society organisations have been reporting evidence of structural discrimination in employment that prevents ethnic minorities from climbing the career ladder or reaching their full potential. Obstacles include insufficient support from management, stereotypes and racist comments at work, lack of information about promotion opportunities, etc.

I am therefore delighted to present the report of ENAR’s 5th Equal@work meeting on the theme “Glass ceiling for ethnic minorities”, which presents the results and recommendations of the meeting held in Brussels on 5 and 6 December 2013.

ENAR’s Equal@work platform aims to create a safe multi-stakeholder space to discuss strategies for tackling racism and discrimination with businesses committed to diversity and inclusion, trade unions, EU institutions, Member State governments and anti-racist civil society.

The report provides a contextual introduction on how the glass ceiling affects women and makes the case for the existence of a glass ceiling for ethnic minorities as well. It presents some of the challenges that ethnic and religious minorities and migrants face when seeking career advancement.

A number of best practices and concrete recommendations are also put forward in this report. We therefore hope that decision makers at EU and national levels, employers, trade unions and NGOs will fully recognise this reality and use these recommendations to tackle the glass ceiling which negatively affects ethnic minorities’ career progression.

We are very grateful to all the speakers and participants who contributed to the discussion and shared their expertise, insights and solutions for change, and enabled this report to be produced. We also thank our key partners for their commitment and continued support: the European Commission, the Open Society Foundations, Adecco Group, L’Oréal and Sodexo.

Sarah Isal  
ENAR Chair

## About the Equal@work platform

Since 2009, ENAR has been working closely with employers, NGOs and public authorities to facilitate the access of workers from ethnic minority and migrant backgrounds to the labour market. Since then, subjects as diverse as monitoring diversity from the employers' perspective to addressing reasonable accommodation have been examined. One of the main characteristics of ENAR's work in this field is the attention its members pay not only to theoretical debates but also to the real practical issues that impact on individuals as they seek to make a positive influence on companies' recruitment behaviour.

The Equal@work conference in 2010 looked at issues around monitoring diversity and considered employers' perspectives. The 2011 conference looked at reasonable accommodation of cultural diversity in the workplace and at what is being done on the ground by companies. In 2012, the conference looked at third country nationals' ability to access the labour market. Following these three meetings, a number of recommendations were put forward for relevant stakeholders at all levels.

Over the years, ENAR has worked to ensure the social inclusion of ethnic and religious minorities and migrants and to enable their full participation in the EU labour market. Since 2009, ENAR has been actively transferring and testing good diversity management practices in different national contexts, in collaboration with its members and corporate partners in a multi-stakeholder dialogue, thereby broadening respective horizons, generating trust and inspiring innovation, from European to local levels.

ENAR has succeeded in establishing a trusting network of key international companies, trade unions, public employers, academia and civil society organisations that develop innovative approaches to diversity management, which merged into the Equal@work Platform in 2011.

The Equal@work Platform aims to provide innovative solutions to combat racial discrimination in employment. At the European level, stakeholders:

- anticipate future trends regarding diversity in the labour market;
- share best practices and facilitate mutual learning;
- design new projects and actions; and
- provide feedback and recommendations to European policy makers.

# INTRODUCTION



# The wider context of the global labour market

## The wider context of the global labour market: some key elements<sup>1</sup>

- The ethnic composition of the EU labour force has changed. Nowadays, the population of big cities is composed of high percentages of foreign born residents or persons born from families where at least one of the two parents is foreign-born. These percentages sometimes make up 50% of the population (as for instance, in Vienna).
- Migration has become essential to ensuring continuous global development since it contributes to maintaining the production of and distribution of goods as well as the provision of services. The constant evolution and diversification of technology, along with the transformation and relocation of industrial processes, requires diverse skills and work forces.
- Within 15 years, the majority of the world's countries and populations will be in serious work force decline. Germany will lose 5 million members of its work force in the next ten years, the Russian Federation has lost 10 million since 2000, and the rate is now some 1 million workers less per year in its domestic labour force. Moreover, 127 of 224 recognised countries and political territories are at or well below zero population growth fertility rates. Over the next 15 years, these countries will be facing increasing departures from the work force uncompensated by entrants.
- A forecasting study by the McKenzie Global Institute estimated that the global shortage of high skilled and trained technical skills is projected to reach 85 million by 2020. Meanwhile, employers around the world are complaining today that they cannot fill one in three jobs on offer with the needed level of skills. This will drive a constantly increasing, international mobility of skills, competences and labour at all skill levels.
- Paradoxically, migrants with acquired training and skills commonly face non-recognition of training credentials and experiences in countries of origin. The result is 'deskilling' where they obtain jobs far below their level of qualifications. Not infrequently, this relegates them to precarious and poorly paid work. Moreover, migrant workers are often subject to abuse, exploitation, and draconian repressive measures.
- The highly unregulated and flexible economy has allowed many migrants to easily find work and businesses to remain competitive whilst simultaneously creating the conditions for widespread exploitation and producing divisions amongst workers, both between (native) born/migrant and between different groupings of labour migrants.
- Female migrants are expressly hired for 'women jobs', usually low paid and unprotected, such as domestic work, healthcare, agriculture, hotel and restaurant, semi-skilled manufacturing in the so-called export processing zones. What's common across many of these is that while some workplaces may be highly socialised they are not organised, meaning no unions or associations for mutual defence and solidarity, nor any bargaining power to press for decent work conditions. This results in perpetuating the vulnerability of women migrants and minorities.
- Despite the presence in international law of the universal and inalienable right of non-discrimination and the consequent right of equality of treatment, there is a generalised growth in discriminatory practices and racist and xenophobic behaviour against all migrants and many minorities.
- The practice of discrimination - understood as unjustifiable differential treatment - is a danger to social cohesion. It is likewise a threat to social inclusion, and in the world of work, a challenge undermining productivity.

<sup>1</sup> Based on the speech by Patrick Taran, Director of Global Migration Policy Associates, at the Equal@work meeting.

# Introducing the problem

## Introducing the problem

Much of the debate - including the discussions led by ENAR - on minorities at work is about their recruitment and entry into the labour market. But what happens to minorities once they are in work is equally important. Ethnic and religious minorities, and in particular women with an ethnic minority or migrant background, often find that it is harder to advance in their career. They must work harder and do better just to reach the same level as others or feel obliged to give up or suppress key parts of their identity. Even if they do this, they can still be marginalised at work.

Discrimination in employment prevents ethnic minorities from climbing the career ladder or reaching their full potential. This is often referred to as the 'glass ceiling' effect which is widely documented as affecting women across countries of the European Union. There is, however, very little academic and policy research on the glass ceiling affecting ethnic minorities in Europe. This could be due to the fact that equality data disaggregated by ethnic origin is not publicly available in the EU (with the exception of the United Kingdom).

Researchers<sup>2</sup> have identified four criteria that must be met to conclude that a glass ceiling exists:

- a difference that is not explained by other job-relevant characteristics of the employee;
- artificial barriers that are more severe at higher occupational levels;
- inequality to be measured in opportunities for career development, not just the proportion of workers in high-level positions; and
- increased inequality throughout the career path.

These criteria are difficult to document in the case of ethnic and religious minorities. Identification of the phenomenon is not easy and requires looking at remuneration across the labour force. Likewise, the glass ceiling effect is difficult to prove in court and can be the result of unintentional individual attitudes or institutional patterns that are hard to flag up.

Some companies and organisations are only diverse at the lowest level. The glass ceiling reinforces stereotypes and feeds inequalities. It is a self-reinforcing cycle: minorities are stereotyped as only being good for certain kinds of jobs or positions within larger entities. This is a huge waste of talent.

<sup>2</sup> David Cotter et al, The Glass ceiling effect, Social Forces, December 2001. Available at: <http://www.bsos.umd.edu/socy/vanneman/papers/CotterHOV01.pdf>.



# THE CONTEXT: PRESENTATION ON THE GLASS CEILING FOR WOMEN

Professor Silvia Walby, Coordinator of the Gender Equality Research Network International and Principal Investigator of the Lancaster Node of Quing, a project funded by the European Union to investigate gender and citizenship in a multicultural context, as well as co-organiser of an international network on Gender Globalisation and Work Transformation (GLOW) and the first UNESCO Chair in Gender Research, provided a more academic context for the discussions.



# The glass ceiling for women

Professor Silvia Walby painted an EU-wide picture of how the glass ceiling affects women, and found corollaries of the same phenomenon negatively affecting minorities as well. As the intersectionality of discrimination is an important factor - disproportionately affecting minority women, for instance - it is important to understand the complex nature of the problem so it can be more effectively addressed.

Despite EU anti-discrimination legislation, persisting inequalities demonstrate that the law is not enough to stop glass ceiling effects. Closing the education gap is also not sufficient, given that nowadays women are better educated than men, but nevertheless face more challenges with equality in employment.

## A number of concepts are associated with the glass ceiling effect:

The 'leaky pipe-line' applies mainly to women in the science or engineering fields. The main assumption is that all a person needs in these fields is sufficient education and professional experience, but this is not borne out in reality, as these factors are not enough to explain the gender imbalances in career progression. There are thus holes in the pipe, through which the well-educated women slip through in the course of their career progression.

The 'sticky floor' refers to the fact that even if certain people work really hard, they cannot reach the top positions, especially if their education has been acquired in a country other than the country of their workplace. They are literally stuck to the floor, unable to advance up the career ladder.

Another aspect of career progression inequalities is the 'glass cliff', which is defined as getting to the top and falling off immediately afterwards. For example, companies which give top jobs to women or ethnic minorities just when the organisations are about to crash, such as the Icelandic banks before the stock market crash in 2007/8. In other words, setting them up to fail; they make it to the top, but take a devastating dive off the cliff's edge.

Professor Walby drew participants' attention to the issue of specialised human capital, referring to specific and specialised trainings that are otherwise closed to the wider population, which results in keeping women (and minorities) out of career progression.

Networks and social capital also play an important role in glass ceiling effects (old men's clubs). Networks gather people who are alike. Therefore, since recruitment is horizontal and is done through networks, in particular for top jobs, this results in indirect discrimination. While discrimination laws have significantly reduced the amount of direct discrimination, indirect discrimination remains rampant despite the illegality of this practice.<sup>3</sup>

The glass ceiling is a specific example of segregation. It is a mixture of lack of specialised skills of the individuals affected, direct and especially indirect discrimination, and the use of networks as recruitment devices (in particular for top jobs), in ways which bypass efforts to make formal recruitment more open.

Professor Walby explained that gender quotas are not being systematically implemented at EU level, but only at the national level. 13 European countries have introduced some form of quota legislation. Thus, gender issues as well as ethnic minority issues are in very different stages from country to country. In this respect, it was noted that the European Commission's proposal to introduce quotas for women on boards has received massive opposition from top male managers, with the argument that only a few token women will benefit from imposed quotas. Gender legislation is a step in the right direction to addressing this opposition.

Comparative studies could therefore be useful to better understand discrepancies in practices on the ground from one country to the next. Professor Walby also encouraged the formal set up of a gender index, which places countries in a hierarchy based on the depth and complexity of their

<sup>3</sup> Examples of indirect discrimination in employment may include expecting staff to work on religious holidays, height requirements for certain type of jobs, or when childcare is not available. We need merely to consider the special role of 'head hunters' due to the discriminatory nature of their searching for candidates based exclusively on the criteria of the employer, regardless of evidence of discriminatory practices.

strategies for gender equality. This could be developed by combining gender indicators, according to a conceptual framework, into a single summary measure.<sup>4</sup> This would enable the naming and shaming of countries, but at the same time, the simplification of different indicators is potentially dangerous. The business-oriented indexes used by the World Economic Forum and the Organisation for Economic Co-operation and Development (OECD) are also useful for gender comparisons, yet unfortunately, this has not yet been done for ethnicity.

In the end, much in the way of career progression is inter-linked with social mobility and concepts of inherited cultural and social capital, i.e. knowing how to speak with business professionals, how to interact, having the contacts that will help one move into a desired career path or position, among others. The expansion of high level occupations has allowed for vast social mobility for some groups (generally, white males but not only); the question remains as to how others (i.e. women and minorities) can move up and enjoy the same advantages of social mobility in an increasingly unwelcoming economic and social context.

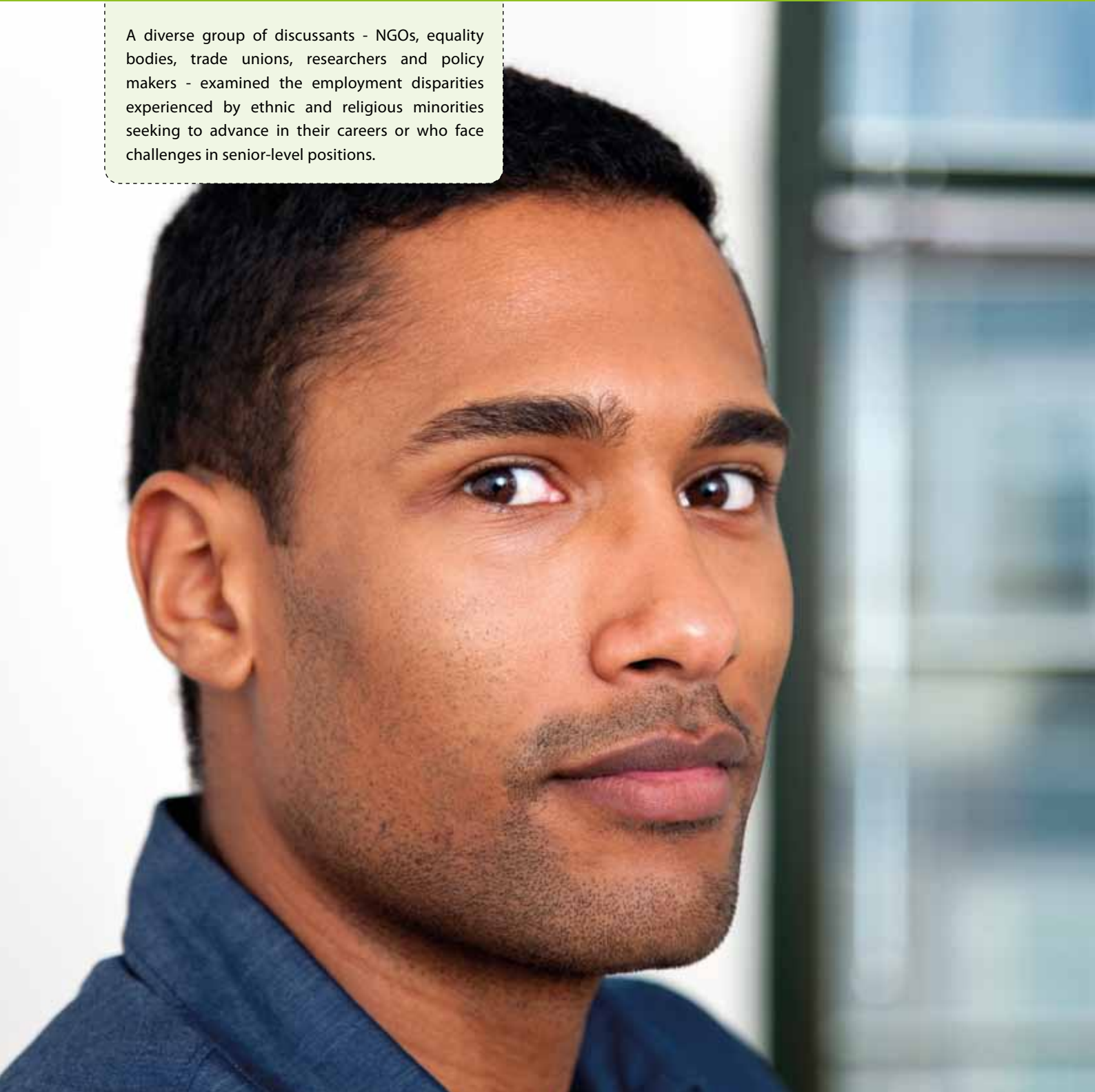
In this respect, it was noted that 'social fluidity or mobility', defined as the capacity to pass from one social class to another, is decreasing in western societies. This creates a closed elite at the top of society, which leads to the fact that many parents are less likely to invest in their children's education, as they no longer believe that they will be able to progress to a higher socio-economic class either way.

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<sup>4</sup> For more information, see for instance the European Institute for Gender Equality (EIGE): <http://eige.europa.eu/content/gender-equality-index>.

# FISHBOWL DISCUSSION: CHALLENGES IN MINORITIES' CAREER DEVELOPMENT

A diverse group of discussants - NGOs, equality bodies, trade unions, researchers and policy makers - examined the employment disparities experienced by ethnic and religious minorities seeking to advance in their careers or who face challenges in senior-level positions.



## Challenges in minorities' career development

**Dr. Shannon Pfohman, ENAR's Deputy Director for Policy**, mentioned the frequent claims that the glass ceiling is hard to prove for ethnic and religious minorities, and questioned the reasons for this, especially considering the many challenges they face when it comes to moving up the career ladder. She also questioned why so little research has been produced or is known about the glass ceiling affecting minorities more specifically. Some possible reasons, for example, may be due to the fact that businesses aren't necessarily collecting data on minorities' career progression. Another factor is the continued lack of official comparable equality data disaggregated by ethnicity. This makes it difficult to pinpoint the existence of discrimination in the workplace and to tackle it efficiently.

ENAR members have been reporting for years about these and other related disparities. Ongoing obstacles include: insufficient support from the management, stereotypes and racist comments at work, insufficient responsibility taken in addressing discrimination, lack of information about promotion opportunities, etc. ENAR's Shadow Report 2012/13 focused specifically on discrimination in employment, and confirms the lack of career prospects as a form of structural discrimination in employment which prevents ethnic minorities and migrants from climbing the career ladder or reaching their full potential.<sup>5</sup>

In the UK, for instance, the last Citizenship Survey (April 2010-March 2011) found that people from minority backgrounds were more likely to feel that they were refused a promotion in the past five years due to their race or colour as compared to white respondents (7% vs. 1% of white respondents).

**Slimane Laoufi, in charge of the private employment sector of the French Defender of Rights (previously the HALDE)**, explained that discrimination complaints are rarely submitted to the official authority only on the grounds of ethnic origin. Instead, most complaints on this topic relate to multiple forms of discrimination, based on disability and origin, or gender and origin. Consequently, there is little indication of the glass ceiling effect linked just to ethnicity.

**Alessio Motta, research officer for the French Association pour favoriser l'intégration professionnelle (Association to Encourage Professional Integration - AFIP)**, reported on findings from a 2011 national survey which show that an individual's ethnic origin plays a role in an applicant's likelihood of being hired or not. This is further impacted by the applicants' parents' place of birth, which tends to indicate lower positions and lower salaries. People of African descent, for instance, are more likely to be in lower positions, according to the research.

The findings from a 2011 AFIP survey also showed a general advantage for young white graduates looking for jobs, especially when it comes to getting permanent contracts. 40% of the white respondents and only 20% of non-white respondents received such job contracts. Whereas 30% of the white applicants surveyed have level 2 jobs, only 15% of non-white respondents managed to achieve this. While the findings confirm the existence of a glass ceiling effect negatively affecting minorities in France, they do not show the reasons for the inequalities or clarify the origin of these structural problems. For instance, is this attributed to racism or to the presentation style of the applicants? Further research should be conducted relative to skin colour being a factor in career outcomes and discrepancies between groups.

Alessio Motta also presented a scheme of reactions people facing discrimination adopt in order to manage a situation where the glass ceiling effect hinders their career progression:

1. Renouncement: "I don't want to be discriminated against, I won't apply for this job", usually people with low self-esteem
2. Exit behaviour: leaving the company, and possibly creating one's own business as an alternative. "I will change company, so I will be less discriminated"
3. Trusting: "My time will come", "If I work harder, one day I will get recognition"
4. Conflictual reaction
5. "I know my rights and I can defend them in court"

<sup>5</sup> ENAR, 2012/13 Shadow Report on racism and discrimination in employment in Europe. Available at: [http://www.enar-eu.org/IMG/pdf/shadowreport2012-13\\_final-3.pdf](http://www.enar-eu.org/IMG/pdf/shadowreport2012-13_final-3.pdf).

## Challenges in minorities' career development

These five strategies usually occur when there are only white people in the top management. At the same time, a common response of those in privileged positions is to suppose some kind of dumping or attribute blame to the victim, i.e. by suggesting that it is their own fault for not asking to move up the ladder or agreeing to work always harder for less money. Experience shows that "asking" to move up doesn't help, but rather threatening the boss with a court case might. However, it was pointed out that if somebody dares to go to court, it is very difficult for them to stay and continue working for the company afterwards.

Additional research findings were presented by **Dimpi Dattani, who was the former lead researcher for the City Hindus Network**, a voluntary not-for-profit organisation created to promote networking and personal development among Hindu professionals in London. The research project aimed to gather substantive data about the relevance and impact of ethnicity in one's career progression and to establish whether a glass ceiling is still prevalent for Hindu professionals in London. Because London is a diverse city, it may appear as if there is no problem relative to the glass ceiling and companies valuing diversity. Yet, 48% of the survey respondents said they had experienced the glass ceiling in their career. Data shows that 51% of the male respondents had experienced the glass ceiling effect, while 39% of women did. The analysis attempted to understand why this was the case, to ascertain whether women were just not going for top jobs and thus had a lower percentage rate, or whether other factors, like racism, were coming into play?

63% of the respondents also agreed with the statement that "a glass ceiling exists specifically for minorities". The findings show that educational background is an important factor in recruitment. Private education gives more privileges to people as do diplomas from highly-rated universities. 19% of those who experienced discrimination were privately educated, and 47% of those who experienced discrimination were state educated. Recruiters also admit that the quality of education matters as does the reputation of the school or institute. Graduates from top universities are given preference among graduate applicants. Applicants coming from a

lower ranked university need not bother applying for certain jobs due to the lower reputation of their schooling.

Dimpi Dattani also pointed out that women from religious or ethnic minorities face a double glass ceiling. One needs merely to look at the female chief executive of Google. When she acquired this position, there was massive write up on the fact that a woman had become executive director, with many compliments and encouragement. But why was this such a huge deal? It was simply because so few women achieve this level. The glass ceiling goes beyond women; its impact is broad, and structural discrimination outside employment is also a key factor.

She also confirmed that in the UK perspective, social capital and cultural norms are important factors in career progression. Much depends on the cultural and social interaction styles and norms of behaviour in a certain country. For instance, in the UK, a common sphere in which to meet vital contacts for career progression is on the golf course. It may not have anything to do with management but some UK companies encourage migrants and minorities unfamiliar with the cultural norms in the business world to spend more time playing golf as a way of moving up the career ladder.

**Emmanuel Wieme, diversity adviser in the Flemish branch of the ACV/CSC (Confédération des Syndicats Chrétiens, in Dutch: Algemeen Christelijk Vakverbond) Christian trade unions in Belgium**, gave a brief overview of the situation in Belgium, where 75% of workers are members of trade unions. There is a significant ethno-stratification in Belgium, according to socio-economic monitoring and the compiled statistical database on the Belgian labour market. Because of the competitive labour market situation linked with the economic crisis, there has been a huge drop in job applications. Industrial jobs have diminished drastically. Some of the most recurrent challenges Belgian workers face are thus related to the economic crisis and precarious jobs.

According to data on Belgium, middle-skilled jobs are lacking and existing job opportunities are only for highly qualified jobs and basic non-qualified jobs. The more skilled the minority or migrant is, the more difficulties s/he faces in his/

her career progression. Furthermore, it appears to be more difficult for highly qualified people to find a job compared to low-skilled people. His trade union receives complaints about discrimination at the micro level, particularly relative to complaints about mobility. In fact, there are lots of complaints of direct and indirect discrimination because of the economic crisis. He also touched on the growing Islamophobia and the prevalence of discrimination against Muslim applicants.

According to his experience, the most difficult is the change of mind-sets inside companies. This is why trade unions try to work at the meso level, for example with sectoral agreements.

**Bruce Roch of Adecco Group** also insisted on the importance of social dialogue. He gave examples of good practices in this respect, such as raising awareness, and having an internal defender of rights within companies.

**Ben Egan, a researcher from the Catholic University of Leuven**, emphasised that trade unions need to incorporate the “diversity is in our DNA” mentality, which is a relatively new thing for UK trade unions. But fear of court cases remains the main change agent. Law is important, but the main resource of a trade union is that it takes time and money to represent individuals.

**Dr. Joana Vassilopoulou of Sussex University** reminded that in the UK, the main driver for companies is the law (and fear of sanctions). In her opinion, the law should be stronger. She also argued that the trade unions in Germany are often linked with churches, which means they are not very representative of the most vulnerable given that minorities in Germany tend not to be Christian.

According to **Emmanuel Wieme**, there is a need to open up structures for minorities in trade unions. Trade unions should commit to respect diversity.

**Vania Nadeltcheva of the Athens Labour Unions Organisation** emphasised the importance of not only fostering minority participation, but also focusing on the role of deci-

sion makers and changing their mentalities. Based on an internal review in 2006, her organisation realised that there were very few migrants present in the union’s structure, outside of the migration department. In the current context in Greece, where it is perceived to be a luxury to be employed, the glass ceiling issue is even less of a priority.

By comparison, French trade unions seem not be interested in discrimination on the grounds of ethnic origin. There are never any complaints on ethnicity brought forward in France, rather the bulk of discrimination cases in France are associated with political opinions and discrimination on the ground of participating in trade union activities.

**Kari Käsper of the Estonian Human Rights Centre** provided an eastern European perspective by reporting on diversity charters in Estonia. He explained that tolerance is low in the country. But 30 companies are now involved in the diversity charters, as they see minorities and migrants as very important for the business case for diversity. Faced with a labour force shortage due to the huge emigration of Estonian people to other EU countries, these companies are now pushing for more immigration and for opening companies to diversity.

**Gabriella Kovacs of the cabinet of EU Employment Commissioner László Andor** presented the European Commission’s approach of balancing mainstreaming measures and measures targeting minorities, for instance Roma. She referred to the objectives of the National Roma Integration Strategies as an example, with the goal of including the Roma perspective in all areas of the reform programme.

# WORKSHOPS: CHALLENGES, BEST PRACTICES AND RECOMMENDATIONS

The methodology applied during this session was to break the participants up into three workshops to discuss the different issues relative to the glass ceiling effect and how it negatively affects minorities, migrants and women in particular. The aim of the workshops was not only to consider the different challenges but also to identify recommendations and potential solutions for change - and to do so from different perspectives - whether from the position of a European or national policy maker, from the role of business employers or private companies, as trade unions, or as civil society organisations.






# Challenges, best practices and recommendations

## 1 - Challenges linked to stereotypes and structural discrimination

Generally, there was a tendency to join the discussion on the negative effects of the glass ceiling for both ethnic minorities and women, since participants recognised the close link and similarities between the two. The impact of the glass ceiling on ethnic minorities was also intermixed and associated with the impact on migrants.

**Omar Ba, ENAR member and head of the Afrikaans Platform in Belgium (PAG)**, identified some specific labour market barriers in Belgium. Based on the experiences of his organisation, the high unemployment rate of people of African descent in Flanders is not attributed to their lack of qualifications but rather to the problem of discrimination. There is a high level of unemployment (around 90%) among the African community, despite around 65% of the adult Africans having university degrees. Other participants confirmed that people of African descent experience extensive discrimination in accessing the labour market in Europe or in their attempts to move up in the company hierarchy. There are still a lot of stereotypes and prejudices.

The Afrikaans Platform, together with the Flemish government, started a project by which employers were contacted to investigate why they are not employing Africans within their workforce. The responses alluded to fears and stereotypes, categorising Africans as lazy, unreliable, not punctual, etc. In addition, many of those questioned referred to the lack of sufficient Dutch language competencies as a reason for rejecting (African) candidates. In some cases, the Dutch language was not even needed for the job in question and in others, the candidate could actually speak Dutch fluently, but the level of language competency was still identified as a reason not to employ an African. Thus, discriminatory practices are not always even covert.

 Ahead of professional meetings, one company representative distributes yellow cards to participants so that they can brandish them during the meeting in case of sexist, homophobic or racist statements by the speakers. It has an immediate effect on speakers, making them realise that they have crossed a line.

“I still hear people saying, ‘an African can’t be responsible or be the manager of a big company’. Directors or people in positions of responsibility sometimes argue, ‘Yes, I would like to hire a black manager in my company, but if he has to go and represent my company, some people will get angry’. Consequently, black candidates are less likely to have top jobs in Belgium working with wide customer bases – or it will first have to be proven that this candidate is really, really competent.”

Omar Ba, Afrikaans Platform, Belgium

**Lara Natale of the European Network of Migrant Women** highlighted two other main problems that migrants commonly face when accessing the labour market: 1) the recognition (or lack thereof) of their qualifications (education certificates and degrees); and 2) language barriers.

Participants agreed that the glass ceiling effect is linked to ordinary racism going unsanctioned and occurs when employees are not given information about their rights and supportive services, or when a company fails to implement and ensure an anti-discrimination policy. Without this, victims (and witnesses) of discrimination end up becoming isolated, and often with little proof of discrimination, as many are unwilling to act out of the company’s behavioural norms. This means that the culture of the company, i.e. whether it proactively deals with discriminatory practices (or not) actually has lasting impacts on the well-being but also the career advancement of female, minority or migrant employees.

**Bruce Roch of Adecco Group** reported about an experiment with anonymous CVs carried out in France, but which failed. Some factors may hinder the successful implementation of this kind of selection process, such as negative economic trends, the coexistence of two different kinds of selection processes and the fact that companies tend to find an anonymous CV ‘suspicious’, which results in further discrimination. A change of mentality is therefore needed when it comes to anonymous CVs. Awareness raising campaigns and gender sensitive policies are clearly needed. He also noted that migrant women are often less discriminated

# Challenges, best practices and recommendations

against when they enter the job market, but acknowledged that they don't progress in their career as fast as men.

**Sally Bliss, equal opportunities officer at the EU Council Secretariat**, admitted that equal opportunities are much harder to apply in practice. While she encourages the application of EU principles, which leads to the recruitment of diverse nationalities employed within EU institutions, she acknowledges that this does not necessarily ensure the recruitment of ethnically diverse applicants. She recommended that information about EPSO (European Personnel Selection Office) be more widely disseminated at EU level. All candidates applying for EU institution jobs come through this body on the basis of competitive examination. EPSO is responsible for selecting staff to work for the European institutions and agencies by providing high quality, efficient and effective selection procedures to recruit the right person for the right job at the right time. However, the reality is that many EU institution jobs are limited to just citizens of an EU Member State, thus limiting the full access of migrants legally residing in the EU from being eligible.

While the selection offices are aware of the lack of diversity, and some adjustments can be made, applicants tend to be white, well-educated, EU citizens. There is also a problem as regards gender equality, as a lot of women apply, but do not pass the tests. Thus, there is very little direct discrimination. Yet only 20% of women are managers. There are also no statistics being collected, so little is known regarding exactly how much diversity there is. Meanwhile, efforts have been made to provide tips to prevent the standardised practice of discrimination.

Linked to this, it was suggested that the staff of European Union Institutions be trained in diversity management and that diversity initiatives be developed for suppliers as well. It could also be useful to question the way in which European Union selection tests are developed - if they are developed according to the profile of majority white people - and to assess how many ethnic minorities apply and how many go through the tests successfully.

## 2 - Diversity management policies and measuring progress

Applying diversity management measures only in recruitment policies does not necessarily guarantee a work atmosphere that allows the employee to grow and evolve within the organisation. It is vital that colleagues are accepting and supportive of all employees and contribute to a friendly, productive and optimal working environment for all.

But diversity management alone is not a miracle or a magic pill, according to **Jacqueline Celestin-Andre of L'Oréal**. She explained that in the US, they have developed a monitoring system to document whether the company is and remains diverse. If the diversity is decreasing or not improving, then structural changes must be made.

“Diversity management is part of the value of the company. Diversity is not just about black or white, it is putting together differences. It is not an individual; rather we want to put people together and to get rid of the ‘persona effect’.”

Jacqueline Celestin-Andre, L'Oréal

In Europe, it continues to be difficult to assess progress made with equality policies and practices as long as the collection of systematic and reliable equality data remains absent in many organisations and Member States. Yet despite not having official statistics, we know trends indicate that women and minorities are less likely to be in top positions or earning equally compared to white, native-born men in the same positions. Participants stressed the importance of monitoring and benchmarking across companies in order to devise and implement policies that are based on the actual situation.



The new mentoring programme of the Association pour favoriser l'intégration professionnelle (AFIP) (which was launched in January 2014) aims to address the glass ceiling effect on migrant women. The programme targets migrant women already working in companies for at least 5 years and who are interested in progressing in their careers. The mentors are selected from different companies and paired with mentees working in different companies from the mentor.

**Dina Russo of IBM Global Business Partners & Mid Market** encouraged that companies do more to promote women and minorities. Positive action or quotas would be one way in which to do this. Multi-national companies, by definition, work with diverse colleagues all over the world. In the private sector, **Jacqueline Celestin-Andre of L'Oréal** noted that this practice is not about introducing quotas. Rather, it is about making good business sense, since many minority populations have enormous economic power. Black and Latino populations in the US, for instance, have a lot of economic, purchasing power. They can influence profit outcomes by choosing not to buy products from companies that practice discriminatory behaviour. In addition, there are laws that protect minorities and women in the US, which seem to be missing to the same extent in Europe. **Dina Russo** added that what happens in the US often comes to Europe eventually. In France, for instance, people no longer ask about the religion of candidates as they have learned that this is discriminatory.

According to **Rachida Kaaouis of ACV/CSC (Christian Trade Union)**, the Belgium law foresees that companies must have at least a third of the women in positions at executive and board levels, which is already a positive step forward. But more has to be done to support migrant women to be able to progress in their careers.

She also stressed how important it would be to 'demasculinise' job titles, for instance by using gendered name titles, such as Director and Directrice in French, or by switching from the masculine to the feminine title. The same approach would be needed when advertising job openings. Such a change would have an important psychological impact on candidates and recruiters; as this opens the field of possibilities for women, making them realise that they are entitled to apply. Some participants even reported having met women who refused to be addressed with the feminine version of their function to avoid being discriminated against or considered 'inferior' or 'different'. A resistance among national workers to have 'foreign' supervisors was also noted by the participants.

It was further reminded that discriminated groups in Europe could learn from those in other countries, such as the US, where the power of marginalised communities plays an important role in ensuring equal opportunities and ending discriminatory practices. Participants recognised the need for both male and female, ethnic communities and migrants to join forces to mobilise to demand stronger protections against discriminatory practices inherent in Europe's hiring processes and possibilities for career advancement. There is evidence of the positive impact of the 'power of communities' in rankings and comparisons of companies (and even countries) that both promote and value ethnic diversity. For instance, Pierre Omidyar's entrepreneurial spirit was lost to Europe when his Iranian parents left France to emigrate to the USA when he was a child. "He went on to co-fund the online auction website eBay at the age of 28. Today, eBay conducts over €9.5 billion in sales and has over 85 million users".<sup>6</sup> Multi-ethnic societies and companies hold the key to trade and compete in a global economy, by recognising and making use of the soft skills of all of its employees and fostering their growth and advancement within a company.



The ENAR Foundation and its partners (European Center for Leadership and Entrepreneurship Education (ECLÉE) and Strategest) have developed a new European certification in diversity management: the Holistic Diversity Management Certificate™. This combines a holistic approach and a multi-integrated process to support global strategic positioning within a company. Beyond the certification itself, this approach offers companies the possibility to optimise a business approach on the benefits of diversity policy by means of thorough benchmarking, indicator setting and monitoring, as well as concrete training proposals for all levels of hierarchy.

Participants also recommended that Member States should promote the benefits of Diversity Charters and encourage the engagement of more businesses, in particular small and medium size enterprises (SMEs), in leveraging diversity practices and signing the Charters. At the moment, there are cur-

<sup>6</sup> ENAR, Hidden Talents, Wasted Talents? The real cost of neglecting the positive contribution of migrants and ethnic minorities, p. 30. Available at: [http://www.enar-eu.org/IMG/pdf/publication\\_hiddenTalents\\_web\\_lowres.pdf](http://www.enar-eu.org/IMG/pdf/publication_hiddenTalents_web_lowres.pdf).

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rently only thirteen Diversity Charters in place in the EU. Evidence suggests that it is easier to publicise their existence than to implement practical steps for change. In Flanders, for instance, mostly large companies have signed the Charters, but little to no SMEs have followed suit. This is often linked to costs of implementing diversity management strategies within a company, especially if it is small. It is also difficult to determine to what extent the Diversity Charters really contribute to greater equal opportunities and diversity. Improvements are also needed in systematically assessing any outcomes and political changes that stem from the Diversity Charters.



The Afrikaans Platform cooperated with ACTIRIS, the Brussels Area Employment Office, to develop a database composed of qualified candidates looking for jobs and employers looking for potential new employees, easing

the successful matching of supply and demand. They then organised a job forum with the support of SNCB Railways, with 3,000 job candidates, applying speed-dating methods with big company representatives in order to raise awareness among CEOs of the many talents being wasted as a result of discrimination. This also served as a networking event for the candidates.

Some more suggestions arose, including an example from the UK on the possibility of ‘certifying’ employers to ensure equal opportunities to ethnic minorities. In the UK at the moment, an external agency is ‘rewarding’ equal opportunity employers, for persons with disabilities, with a ‘two ticks’ logo. Something similar could be used to reward employers giving equal opportunities to ethnic and religious minorities.

**Lara Natale** suggested that the micro-finance system should take into account the difficulties that ethnic minorities face when starting a business due to discrimination. This should be reflected in loan conditions. Micro credits could be useful in Europe to help smaller enterprises and encourage ethnic entrepreneurship.

It was also recommended that language support be provided more systematically to migrants. Mentoring projects and trainings with the promotion of role models were encouraged, along with success stories to reinforce successful representations.

### 3 - The role of trade unions

One participant criticised the fact that trade unions do not always act on behalf of minorities, especially if they are not already employed. In addition, trade unions often fail to encourage employers to address problems of discrimination and instead tell victims to report their cases to the equality body rather than deal with the problem themselves or with the company that tacitly permits discriminatory behaviour. Another illustration of some trade unions' acceptance of discriminatory practices is when a trade union encourages that head scarves be banned in public employment, which is widely practiced in France and Belgium.

Participants stressed that trade unions should be an example of diversity and lead the way rather than contribute to exclusionary practices. Trade union staff and representatives should also be encouraged to participate in anti-discrimination and diversity trainings to learn more about inclusionary practices. Another solution-oriented response would be to allow and encourage migrants to access trade unions and to offer targeted language courses. Likewise, different programmes that have been envisaged, such as 'catch-up' training to help women in maternity leave stay up-to-date and informed via networking meetings designed just for women, should also be encouraged and maintained.



In order to avoid ethnic and gender discrimination during the selection process, a 'neutralised' selection process trial has been developed with the help of some selected companies and in cooperation with ACTIRIS, the Brussels Area Employment Office. The process consists of 'cleaning' CVs from any references made about personal information, including references about where the applicant studied, how many years of experience, etc. With this, recruiters can only see information concerning the competencies of candidates. Based on this, the applicant is invited to a competence test. The company gets the full CV of the applicant only after the completion of his/her competence test.

It is still too early to draw conclusions and to show results concerning this test in Brussels. Preliminary findings seem to highlight however that HR managers and employees are key elements in discrimination processes - through their prejudices when they are dealing with CVs, interviewing applicants, etc. Training Human Resources on non-discrimination principles, challenging their own stereotypes, etc. is key to changing recruitment and career progression policies within companies.

# Challenges, best practices and recommendations

## 4 - Presentation: the international observatory of good practices

The French Association to Encourage Professional Integration (Association pour Favoriser l'Intégration Professionnelle - AFIP) has been working for eleven years to professionalise the integration of minorities in France by working with young graduates, experts and businesses. AFIP focuses not just on ensuring access to work but also on career development, to move from a national to an international perspective, to promote diversity of all talents and to transform the actual network into a value-added and visible community.

AFIP launched a collaborative platform in December 2013 on its website, known as the 'Online Community of Practice', which enables easy accessibility and possibilities for commenting or for contributing data and resources for and by diverse communities.<sup>7</sup> The aim is to promote monitoring and measuring tools and awareness of diversity from experienced organisations to new actors or learning organisations. AFIP disseminates newsletters and uses BuddyPress (an open source social network) to disseminate webinars, meetings and good practices internationally.

In particular, good practices and collaborative platforms are the focus, including: CEO and executive commitments on the promotion of talents and diversity; research study findings, indicators and measurements on talents, diversity and careers; assessment and recognition of diverse talents; informal networks and support groups for minority professionals; support to women; and in the future, it will also include spaces for training and discussion on issues pertaining to diversity management.

AFIP is also working on an International Observatory of Best Practices against Discrimination based on Origin, an extension of the Online Community of Practice, based in Chicago, France, and hopefully soon in Africa. This observatory aims to identify, collect and disseminate best practices in fighting discrimination on grounds of origin in the labour market, particularly in the area of recruitment, training, career development and entrepreneurship. It publishes a bilingual monthly newsletter (disseminated to both private and public organisations).

<sup>7</sup> Cooperating with strategic partners, such as the Open Society Foundations, ENAR, L'Oréal, SODEXO, IBM, HEC Alumni, AFIP mentors and former young Afipiens, ELUERE, the US Embassy in Paris, as well as US partners, such as the Chicago Urban League, French Consulate Chicago, French Embassy Washington (and many other potential partners) is necessary for the success of this AFIP project.

# KEY RECOMMENDATIONS

## To European Union institutions:

1. Commission the EU Fundamental Rights Agency to document, research and analyse the prevalence and impacts of the glass ceiling effect affecting ethnic minorities, with a focus on measuring differences in outcomes for the various groups surveyed. Allocate a percentage of European research programmes funds - such as FRP 7 or FRP 8 - to academic research on this topic.
2. Promote racial equality - including equal pay - among employers and through social partnerships, inter alia by supporting financially a platform of exchange of national/local good practices addressing the glass ceiling effect on minorities in the workplace. This platform should gather stakeholders from various sectors: public and private employers, trade unions, equality bodies, academics and civil society organisations representing the interests of ethnic minorities.
3. Monitor the implementation of the EU Race Equality Directive and Employment Equality Directive regarding access to vocational guidance and vocational training, including practical work experience. Pro-active monitoring includes monitoring access to information by all workers about training opportunities and career progression in the workplace. Empower national labour inspectorates to monitor access to training, via a common set of European guidelines on the issue.
4. Adopt an EU framework for the collection and analysis of reliable and comparable equality data in order to document discrimination and highlight glass ceiling practices and other forms of structural discrimination in employment. Apply this framework for evaluation of practice in the areas of anti-discrimination, equal treatment and integration activities, with clear indicators and qualitative and quantitative measurements to assess employment practice.
5. Conduct research on the European Personnel Selection Office (EPSO)'s impact on recruiting a diverse workforce for the EU institutions and apply the highest anti-discrimination

and equality standards within the EU institutions' recruitment processes to ensure that there remains no indirect cultural, social or gender bias in the various types of tests.

6. Establish a European obligation of parental leave for both men and women, with adequate compensation of their incomes for the duration of their leave, in order to affirm and improve women's professional carriers – in particular for ethnic minority and migrant women. Further improve other measures aimed at enhancing the work-life balance, on an equal footing for both women and men.
7. Improve the European Qualification Recognition system in order to prevent risks of deskilling and facilitate career progression among migrant workers; detach recognition procedures completely from visa and citizenship procedures and consider all type of professions, both in private and public sectors; take into account the lack of official certification due to different national regulations relating to administrative norms and qualification standards, by facilitating skills validation within the EU.
8. Ensure a better application of the EU Employment Equality Directive and Race Equality Directive to actively close the racial/ethnic pay gap and adopt a recommendation on pay transparency similar to the March 2014 Recommendation on the gender pay gap. The principles of entitlement of employees to request pay information, company reporting, pay audits and the inclusion of equal pay issues in collective bargaining should be applied to the grounds of ethnic/racial origin.
9. Introduce controlling mechanisms to strengthen standard-setting initiatives such as diversity charters and labels and ensure that they cover career progression for ethnic minorities.

## To EU Member States:

1. Adopt legislation requiring that private and public enterprises employing more than 50 persons monitor the career

# KEY RECOMMENDATIONS

progression of all their employees and regularly publish reports broken down by discrimination grounds including ethnic/racial origin.

2. Adopt comprehensive labour legislation that includes non-discriminatory pay regulations, duty of transparency of pay, monitoring, access to relevant pay information, pay audits in order to close the pay gap on the ground of racial/ethnic origin.
3. Ensure that public sector employers have a positive equality duty, which implies the duty to promote diversity (including ethnic/racial origin) at all levels of management.
4. Commission equality bodies and/or independent researchers to carry out qualitative anonymous surveys among employees in different activity sectors to assess their levels of perceived discrimination in the workplace.
5. Ensure that labour inspectorates evaluate the availability and accessibility of information regarding vocational guidance, vocational training, advanced vocational training and retraining, including practical work experience. In case the workforce is composed of more than 15% of migrant workers, this information should be made available in the most commonly spoken languages among the migrant workers.
6. Develop guidelines for employers on the required level of knowledge of the national language by profession to avoid unrealistic and/or unnecessary language requirements being used as a proxy to discriminate during the recruitment and career progression phases. Similarly, establish a strict list of professions where the official recognition of foreign diplomas is compulsory (e.g. surgeon, dentist...). In other professions, university degrees should be recognised as such by employers in order to remove unnecessary and potentially discriminatory administrative impediments to upward career mobility.
7. Ensure access to internal mediation systems in the workplace to act as an early-warning system to detect structural

discrimination or glass ceiling patterns and their effects on ethnic minorities. Provide material and legal support to employees alleging practices of direct or indirect discrimination in the workplace.

## To employers:

1. Publicly state the enterprise's commitment to ethnic, cultural and social diversity by conducting internal awareness raising initiatives, setting and implementing collectively agreed diversity objectives at all levels and involving clients, customers and supply chain.
2. Monitor, review and accordingly report on human resources, pay, training, career progression and contracts policies and processes to shed the light on direct or indirect discriminatory practices and bias negatively affecting minorities and migrants. Undertake corrective measures if needed, including target setting based on equality data collection.
3. Ensure that job titles are gender-neutral in order to empower women, in particular with an ethnic minority or migrant background, to apply for such jobs.
4. Implement a compulsory mentorship programme by pairing junior-level employees with an ethnic minority or migrant background with more senior employees. When more than 15% of the workforce is composed of migrant workers, information about mentoring schemes should be made available in the most commonly spoken languages among the migrant workers.
5. Implement specific recruitment techniques in both internal and external recruitment such as the compulsory 'full' anonymous CVs, which base recruiting processes only on competences, skills and proven knowledge and not on nationality, ethnic origin, religion, gender, age, universities attended, or places of learning and residence. Recognise foreign diplomas and certificates equally to national qualifications as a general rule.



# KEY RECOMMENDATIONS

6. Develop clear internal regulations against racial discrimination and harassment in the workplace, which would include clear information for victims and witnesses, internal remedy procedures and the establishment of a complaint desk/trusted representative to assist victims in reporting discrimination cases either to court or equality bodies.
7. Sign and implement diversity charters and labels, such as ENAR's holistic diversity management certificate™, or any other similar label following a regular external assessment of the company's progress in leveraging diversity management measures throughout the organisation. It shall include progress reports on benchmarking and targets, salary and career progression, work life balance, application of reasonable accommodation in the workplace, etc.
4. Mainstream gender, ethnic, religious and social origin diversity and equality in the workplace, at all career levels, in social dialogues with both the government and employers' organisations.
5. Provide meaningful resources to inform minority workers of their rights and support them in case of discrimination/racism in the workplace.
6. Enable and promote 'alternative' forms of organisation for migrant and minority workers, such as affinity groups within companies, which cater for peer support and empowerment.
7. Cooperate with trade unions and with civil society organisations at national and European levels to develop new approaches and initiatives in combating discrimination in employment.

## To trade unions:

1. Raise the awareness of delegates to identify the gendered and ethnic glass ceiling effect in the workplace and adequately support victims of such types of structural discrimination. Provide ongoing anti-discrimination, anti-bias and diversity trainings to trade union delegates, in particular with a focus on understanding ethnic and cultural diversity.
2. Proactively encourage the participation of ethnic and religious minorities and migrant workers in trade unions' membership and apply positive action measures to foster adequate gender and minority balance within trade unions' work force, setting trade unions as role models as employers themselves.
3. When applicable, train labour court judges appointed by trade unions to identify the gendered and 'ethnicised' glass ceiling effect in the workplace and to promote progressive decisions fostering full equality in the workplace, protecting victims and applying truly dissuasive sanctions for employers in proven instances of discrimination.

## To civil society organisations:

1. Monitor and report on discriminatory practices in career progression, such as the glass ceiling effect for ethnic minority and migrant workers. Train staff to identify this particular type of discrimination and adequately support victims.
2. Contribute to raising awareness about and mobilising minorities to demand an EU framework for the systematic collection of equality data, which would contribute to unearthing the existence of glass ceiling effects.
3. Provide support to minority and women workers when they are victims of direct or indirect discrimination, informing them of their rights and accompanying them in filing complaints and reporting incidents, supporting them to engage in class actions where relevant.
4. Advocate for reinforcing and supporting equality bodies in matters of legal redress, ensuring sufficient funding, and effectiveness in supporting victims, in particular those of glass ceiling effects.

# ANNEX 1

## List of participants

<b>Title</b>	<b>Surname</b>	<b>First name</b>	<b>Organisation</b>	<b>Country</b>
Mr.	Abedinaj	Luan	CSC Trade Union	Belgium
Mr.	Agrawal	Abhinav	City Hindus Network	UK
Ms.	Alaktif	Jamila	Independent Researcher	France
Mrs.	Atanasova	Angelina	Open Society Foundations	Belgium
Mr.	Ba	Omar	Afrikaans Platform	Belgium
Mrs.	Bliss	Sarah	EU Council Secretariat	Belgium
Ms.	Buchanan	Rachel	ENAR volunteer	Belgium
Mr.	Cilento	Marco	European Trade Union Confederation (ETUC)	Belgium
Mrs.	Cluzel	Christine	IBM Global Business Partners & Mid Market	Belgium
Ms.	Dattani	Dimpi	Ex-City Hindus Network	United Kingdom
Mr.	Egan	Ben	Katholieke Universiteit Leuven	Belgium
Ms.	Fernandez	Claire	ENAR	Belgium
Ms.	Göteskog	Frida	European-Turkish Business Confederation (UNITEE)	Belgium
Mr.	Ilunga	Regis	Bright Quest	United Kingdom
Ms.	Isal	Sarah	Chair of ENAR	United Kingdom
Ms.	Izere	Marlene	ENAR	Belgium
Ms.	Kaaouiss	Rachida	CSC Trade Union	Belgium
Mr.	Käsper	Kari	Estonian Human Rights Centre	Estonia
Ms.	Kovács	Gabriella	European Commission - Directorate General Employment	Belgium
Ms.	Lacroix	Alexandra	European-Turkish Business Confederation (UNITEE)	Belgium
Mr.	Laoufi	Slimane	Défenseur des Droits	France
Mr.	Larson	Anders	ENAR	Belgium
Ms.	Leselbaum	Muriel	Association pour favoriser l'intégration professionnelle (AFIP)	France
Ms.	Meharez	Mélanie	Association pour favoriser l'intégration professionnelle (AFIP)	France
Mr.	Monnot	Jean-Michel	Sodexo	France
Mr.	Motta	Alessio	Association pour favoriser l'intégration professionnelle (AFIP)	France
Mr.	Nadeltscheva	Vania	Athens Labour Union Organisation	Greece
Ms.	Natale	Lara	European Network on Migrant Women	Belgium
Ms.	Pfohman	Shannon	ENAR	Belgium
Mr.	Privot	Michael	ENAR	Belgium
Ms.	Reixach	Mireia	European-Turkish Business Confederation (UNITEE)	Belgium
Mr.	Roch	Bruce	Adecco	France
Ms.	Russo	Dina	IBM Global Business Partners & Mid Market	Belgium
Ms.	Slavcheva	Svetlana	ENAR	Belgium
Mr.	Taran	Patrick	Global Migration Policy Associates	France
Ms.	Tchadjeu	Fanny	ENAR	Belgium
Ms.	Trull	Mareike	European-Turkish Business Confederation (UNITEE)	Belgium
Dr.	Vassilopoulou	Joana	University of Sussex	United Kingdom
Ms.	Walby	Sylvia	University of Bristol	United Kingdom
Ms.	Walentynowicz	Barbara	European Economic and Social Committee	Belgium
Mr.	Wieme	Emmanuel	CSC Trade Union	Belgium

# ANNEX 2

## Meeting programme

### Day 1: Thursday 5 December

Chair: Michael Privot, ENAR Director

14:00 - 14:15

#### Opening of the Equal@work meeting

- Sarah Isal, ENAR Chair

14:15 - 14:45

#### Session 1: The context: presentation on glass ceiling for women

- Sylvia Walby, Professor at Lancaster University, UK

14:45 - 15:15

#### Coffee break

15:15 - 17:30

#### Session 2: Fish-bowl discussion: challenges in minorities career development

*Moderator: Shannon Pfohman, ENAR Deputy Director Policy*

- Slimane Laoufi, Head of the private employment sector, Defender of Rights, France
- Alessio Motta, research officer, AFIP
- Emmanuel Wieme, diversity adviser, ACV/CSC Trade Union, Belgium
- Dimpi Dattani, former leader researcher, City Hindus Network, UK

### Day 2: Friday 6 December

Moderator: Pascal Hildebert, ENAR Foundation Director

09:00 - 11:00

#### Session 3: Workshops on best practices and recommendations on diversity in the workplace

*Break-up in small discussion groups*

11:00 - 11:30

#### Coffee break

11:30 - 12:30

#### Session 4: The way forward to break the glass-ceiling for minorities

*Report back from workshops*

12:00 - 12:30

#### Presentation by Muriel Leselbaum of the International observatory of good practices

12:30 - 12:45

#### Closing of Equal@work Conference

- Patrick Taran, Director, Global Migration Policy Associates

## european network against racism aisbl



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The European Network Against Racism (ENAR) stands up against racism and discrimination and advocates for equality, solidarity and well-being for all in Europe. We connect local and national anti-racist NGOs throughout Europe and act as an interface between our member organisations and the European institutions. We voice the concerns of ethnic and religious minorities in European and national policy debates.

Visit ENAR's website: [www.enar-eu.org](http://www.enar-eu.org)



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